

Ebbsfleet Development Corporation

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| Board Meeting Part One |
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| Date of meeting : | 19 October 2016 | Agenda item : | EDC 016/81 |
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| Title of paper | Strategic Priorities Update |
| Presented by | Paul Spooner, Interim Chief Executive |
| Sub-committee | Not applicable |

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| Purpose of Paper and Executive Summary | |
| To provide the Board with an update on the interim Chief Executive's assessment of the EDC's strategic priorities. | |
| EDC business plan and KPIs | The EDC's strategic priorities are geared to enable the business plan and KPIs to be achieved |
| Recommendation | FOR INFORMATION The Board is asked to DISCUSS and NOTE the performance and progress |
| Annexes | None |
| Delegation | Not applicable |

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| Financial impact | Not applicable |
| Legal impact | There are no legal implications associated with this paper |
| Stakeholder impact | Not applicable |
| Sponsor impact | DCLG have been engaged in agreeing the strategic priorities and further details will be contained in the Corporate Plan and Business Plan. |

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Strategic Priorities and Progress

1. Staffing

1.1 We welcome Julia Gregory and Simon Newsholme who have joined us as Projects Director and Development Director respectively. Both are attending this meeting. We are sorry to see Nikola Floodgate leave us at the end of this month to take up an appointment with KCC. We are grateful for her significant contribution over the last year and we wish her well.

2 EDC Mid-Year Performance 2016/17

2.1 At the mid-year position, the EDC, working with all our key stakeholders, has made good progress on our agreed business plan targets to accelerate the pace of development and to deliver the full ambitions of the Garden City.

2.2 On housing starts in the Garden City area we are on target to deliver 600 homes under construction this year, 500 within the Garden City red line boundaries. As the planning and housing report on this agenda shows the original projected starts of our housebuilders was 394. They are now ahead of their projections and expect to achieve 500 starts in total this year. These 500 housing starts within the Garden City will be achieved by Redrow Barratts, Circle, Countryside, David Wilson Homes, Persimmon, New Crest, and Wards and 100 more homes will be started within the Implementation Framework impact area at sites close to the EDC boundary in Dartford and Gravesham. This is a considerable turnaround from the position last year when there was no housing under construction. We are expecting 114 of these starts will be completed this year within the Garden City and together with starts from last year this will total a minimum of 164 completions this year. This is a lower figure than the 300 we projected and in part reflects the unforeseen additional site preparation works which were required by developers before some of the sites could be built out. The positive effect of this delay will be that housing completion rates for 2017/18 will be strong. Completions on sites within the Impact Area will enable the 300 targets to be achieved.

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- 2.3 On planning performance we have consented 223 new homes to date and are on target to bring schemes to planning committee in the second half of 2016/17 which propose 532 new homes in outline and over 1,000 dwellings in detail. These include Northfleet Embankment West (532 homes), Northfleet Embankment East (c.620 homes), Ebbsfleet Green Phases 1C and 2A (266 homes) and Castle Hill Phase 3A (42 homes) and Part of Phase 6 (137 homes). On the balance of the Eastern Quarry site (Henley Camland) our planning team's work on the developer's revised masterplan will enable us to bring the outline scheme (including up to 4,650 new homes) to Planning Committee before the end of 2016/17.
- 2.4 Our investment programme proposes a revised outturn expenditure of £23.5m this year on the five pillars of our investment strategy endorsed by Board at our last meeting. We are on target to achieve this level of spend subject to the government's approval of our project business cases (three approved, five scheduled) and thereafter on the completion of specific land and property transactions which are well advanced. The initial contracts have been let on works for Springhead Bridge and the Green Corridors Phase One scheme, in line with our programme. The Utilities Phase One project business case is expected to be determined this month and four further business cases are on target for consideration by the end of December. If these are all approved we will on course to deliver over 500 additional new homes within the plan period, as well as support the first phase of new industrial development at Northfleet.
- 2.5 The Ebbsfleet Garden City Implementation Framework was completed in September and is now the subject of a series of public engagement events. The Implementation Framework brings together in one place all of the plans and policies of the Garden City and has been developed with our local authorities, land owners and developers. Following our public events the Implementation Framework will go forward to the local authorities for formal endorsement and thereby become a material consideration in their future plan making.
- 2.6 The plans and programmes within the Implementation Framework will be monitored through the new Single Integrated Development Programme (SID) which is on target for completion in November. This will enable the EDC to coordinate the implementation of all public and private sector activity in the Garden City area over the next five years.

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- 2.7 In the first half of 2016/17 we have started to make progress on the development of Ebbsfleet as a major commercial centre and leisure destination. EIGP are working with us and HS1 to finalise plans for accommodating the 'lift and shift' of the surface car park around Ebbsfleet International station. The lift and shift plan will facilitate the release of land for the major development platforms for commercial and mixed use development in the new city centre, in line with our Implementation Framework. We are progressing discussions with leading universities and the NHS around the potential to create a medical centre of excellence within the new city centre. A collaborative project team for this initiative has been established and will report at the end of the year. Through the MoU agreed this year with EIGP we are now working with Locate in Kent to start to identify targets for wider commercial inward investment.
- 2.8 Work on our Enterprise Zone has started with the planned creation of a new industrial business park at Northfleet East in partnership with Gravesham Council.
- 2.9 To achieve the full potential of the Garden City and to accelerate the pace of development requires investment by the statutory authorities in the strategic and local transport infrastructure. In the first half of the year we have worked with Highways England and KCC to bring certainty to the planned junction improvements on the A2 which will address existing congestion issues and also enable the further growth we are promoting. We now expect Highways England to be able to progress this scheme towards public consultation and detailed design over the next six months.
- 2.10 The full corporate and business plan mid year review contains financial and commercially confidential information and is therefore included in our Part Two papers. We have included the monthly performance dashboard as normal in the Planning report in Part One. Finally, our Corporate Plan gives a commitment to seek the views of residents on the Garden City's development and on other aspects of the quality of life in the Garden City this year and our first survey and baseline study has been commissioned and will be undertaken before the end of December.

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3 Ebbsfleet Garden City Implementation Framework

3.1 We will report fully on the feedback from the public engagement events at our next Board meeting. At the time of writing three of five open days have been held and each has been well supported by our local authority and development partners. At our first event on Saturday 8th October and in a popular venue (a local garden centre) we received over 150 visitors (of 220 total to date). The key messages from the first three events are:-

- The EDC's vision and ambition is supported with a recognition of the EDC's role to coordinate development and infrastructure effectively.
- Transport is widely seen as the biggest challenge we face and there is strong support for forward funding improvements to highways and public transport.
- The improvements planned for Fastrack are particularly welcome although some areas e.g Swanscombe remain potentially under served.
- Investment in adequate health and education facilities is important and the EDC's role in ensuring provision as an early phase of development is supported.

4 London Paramount Resort

4.1 We should note that the outline plan for the London Paramount resort has now been incorporated into our Implementation Framework and has been displayed in our presentations. We are aware that the NCIP application will now be submitted at the end of 2017, following public consultation earlier in the year. We continue to work with LRCH and Highways England on their proposed access route.